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28 April 1953

MEMORANDUM FOR: Personnel Director

SUBJECT: Staff Study -- Development of Qualification Requirements

1. PROBLEM

a. To develop a format and procedures for gathering, recording and using information concerning the qualifications required for departmental positions.

b. To prepare recommendations concerning the assignment within the Personnel Office of long-term responsibility for the qualifications program, including a schedule of target dates for the completion of qualifications statements in specific areas.

c. To prepare such Agency regulations as are necessary for the program.

2. ASSUMPTIONS

a. The program should be designed initially to develop qualification requirements for those departmental positions which are classified according to the GS schedule and for those field positions for which adequate information is available.

b. Accurate and current position descriptions are essential to the development of statements of qualification requirements.

c. Statements of the qualification requirements pertinent to individual positions should be combined, where possible to form statements of qualification requirements applicable to groups of positions having similar requirements.

d. It is desirable that the format for recording qualifications requirements be designed to facilitate their use in connection with the qualification information recorded in the applicant and employee registers.

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e. It is desirable to coordinate Personnel Office requests for position information and to eliminate duplication of survey efforts.

f. The qualifications program must be manned within the limitations of present Personnel Office resources.

3. FACTS

a. The qualification standards currently published by the CSC are, in themselves, inadequate for CIA purposes. Although they provide a valuable source of reference information they were not developed to cover the full range of the Agency's intelligence activities. Furthermore, the assignment of duties and responsibilities within the Agency often does not conform to the occupational and grade structures on which CSC standards are based.

b. The function of developing qualification requirements information has been the assigned responsibility of the operating placement branches.

(1) The most thorough effort to gather qualifications information for placement purposes has been conducted in the Office of Communications. Raw qualifications data has been collected for most positions in that office. Qualification standards have been agreed upon and are being used effectively for positions in the Communications Technicians (Cryptographer), Communications Code, and Telegraphic Typewriter Operator series.

c. Since December 1952, the Classification and Wage Division has gathered qualifications data for use as an evaluation factor in classifying positions. Approximately 150 position descriptions have been developed on this basis. Prior to December 1952, qualifications data was not sought in classification surveys and any qualifications information obtained was not isolated in position descriptions.

(1) To date, nine position standards have been developed in draft form of which three include sections on qualification requirements.

(2) Classification surveys are being conducted to prepare current position descriptions in the following areas. The position descriptions prepared as a result of these surveys do not necessarily contain qualification data.

Office of Training (General, Support, Special)
Office of Research and Reports (Geography Division,
Techniques and Methods Division)

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Office of Scientific Intelligence (Medicine
Division, Biology Division and the Physics
and Electronics Branches of the Physics
Division)
Inspection and Security (Personnel Security Branch)
Records Integration Staff, FI

d. The qualifications information which is essential for more effective placement and procurement activities is practically identical with the qualifications information which is necessary in the development of job requirements for classification purposes.

4. DISCUSSION

a. Many phases of personnel administration are dependent upon complete and accurate position information. Therefore, the program for describing and analyzing Agency positions should be designed to develop and record all necessary position information at one time. Such an integrated approach would not only develop a more useful product, but would eliminate duplicate surveys and conserve the time and efforts of the Personnel Office and operating officials alike.

b. Since December 1952 the Classification and Wage Division has been moving away from traditional "classification survey" methods and toward an integrated "job analysis" approach to the development of position information. This change represents a more practical approach to personnel administration in CIA. Thus, the Classification and Wage Division is already gathering certain qualifications information which can be expanded to meet the needs of all components of the Personnel Office through minor adjustments in the survey procedures and format which are now used.

c. An integrated "job analysis" approach to the development of essential position information is entirely consistent with the critical comments and recommendations of Mr. [REDACTED] 25X1A
following his review of the Agency's Career Service Program (See Tab A), with the Civil Service Commission's instructions concerning the preparation of position descriptions and with the Agency's personnel program objectives as defined in Regulation [REDACTED] as proposed. 25X1A

5. CONCLUSIONS

a. The Personnel Office should establish a permanent position analysis program to develop and maintain currently accurate position information including statements of qualifications requirements.

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b. Qualification requirements should be prepared concurrently with the development of position descriptions and position standards.

(1) Positions should not be re-surveyed in those areas where current position descriptions have been developed and will provide an adequate basis for qualification requirements.

(2) Where such position descriptions have not been developed, one position analysis study should be used to develop complete position information.

(3) Statements of the qualification requirements for specific positions should be prepared in the process of developing position descriptions. Statements of qualification requirements pertinent to groups of similar positions should be prepared in the process of developing position standards.

c. Responsibility for the direction of the program for developing statements of qualification requirements should be assigned to the Classification and Wage Division as part of a total responsibility for an integrated position analysis program.

d. In order to man the position analysis program within the limits of current personnel restrictions, the current staff of the Classification and Wage Division should be supplemented by:

(1) Detailing placement officers from the Placement Branches to the Classification and Wage Division for designated periods of full-time participation in the program.

(2) Detailing representatives of the TED to the Classification and Wage Division for limited periods to review position information in order to determine the appropriate use of test information.

(3) Obtaining the full support of office heads and career service boards including the full-time detail of qualified personnel from operating offices to participate in the program.

6. RECOMMENDATIONS

a. That the above conclusions be approved as the basis for developing qualification requirements.

b. That the attached Personnel Office Instruction be issued.
(See Tab B)

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c. That the attached schedule of target dates be adopted.
(See Tab C)

d. That with respect to part c of the problem:

(1) In lieu of an Agency Regulation on "Qualification Requirements", the Classification and Wage Division be made responsible for preparing an Agency Regulation covering the position analysis program including the development of qualification requirements, such regulation to be reviewed by the Steering Committee before being submitted for coordination outside the Personnel Office.

(2) The responsibility for regulatory material concerning "suitability" criteria be assigned to the Career Development Staff in connection with its assigned responsibility for preparing regulatory material concerning the Professional Selection Panel.

(3) The responsibility for regulatory material on "Qualifications Analysis" be assigned to representatives of the Placement Branches.

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Attachments:

Tab A - Report of Conference between Mr. [REDACTED] and Members of the Working Group of the Career Service Committee.

Tab B - Proposed Personnel Office Instruction "Qualification Requirements"

Tab C - Schedule of Target Dates for the Development of Qualification Requirements for Departmental Positions

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